

Copyrighted Material

Afterword by Dr. David L. Katz, MD, MPH

Director of the Yale University Prevention Research Center

HealthCARING



A Reset for Health and Healthcare

B. HELTON

Copyrighted Material

Copyright © 2013 B. Helton

All rights reserved under International and Pan-American Copyright Conventions, including the right to reproduce this book or portions thereof in any form whatsoever without permission of the author, except for use by a reviewer in connection with a review, or for appropriate use in academic research.

Published by:

Prancing Pony Press
P.O. Box 765
Newnan, GA 30264 USA

www.PrancingPonyPress.com

Library of Congress Cataloging-in-Publication Data
Helton, B.

HealthCARING: a reset for health and healthcare / B. Helton.
p. cm.

Includes biographical references and index.

1. Collective behavior. 2. Change—Psychological and social.
3. Health—Philosophy. 4. Decision making. I. Title
303.4—dc23

ISBN: 978-0-9843551-4-3

First Edition 2013

Printed and bound in the United States of America

Cover Art Credits: The reset button on the cover and elsewhere is a digitally edited rendering of a royalty-free "orange button" by "EM", downloaded from the website clker.com.

Photo Credits: The author's photo on page 209 was provided by Ben Helton Photography at benhelton.com.

Contents

Acknowledgements	vii
Introduction: Why "Healthcaring"? Why Now?	1
1. Reset the Behavior of Millions, Simply	13
2. Medical Tourism: Where You Live Affects Health Destiny	35
3. Definitions Put Our Health and Wellbeing in Play	63
4. Am I Going to Live Through This?	89
5. Which Comes First, Our Health or Our Wellbeing?	115
Afterword:	
More Care, More Health, Less Healthcare by Dr. David L. Katz	143
About David L. Katz, MD, MPH, FACPM, FACP	149
Appendices	151
1. Worldwide Wellbeing Models	153
2. Birthing a Behavioral Definition	161
3. Primer on <i>Healthcaring</i> : A Keystone Reset	167
4. Subtle Yet Jarring Inflections of Language	173
Notes	179
About the Author:	
Personal Experience Colors a Nonfiction Book	209
A Guided Bibliography	213
Index	215

Introduction: Why "Healthcaring"? Why Now?

What if healthcare providers and our loved ones chose to care only as much about our health as we do, not a solitary ounce more? For many, the answer is "that's a terrible idea." While nothing separates caring from health and healthcare, our everyday routines and common patterns of behavior have measurably diluted its influence and that needs to change.

When we purposely care for something, we want to tend to it and improve it. Caring is both an inborn and ingrained human behavior. To be caring describes a trait, an action, an attitude or, at times, a common inclination in the spirit of being a good person.

At its essence, caring is the voice of our genes drawn from the deep wellspring of generation upon generation of people living together in settings where cooperation was essential to human survival. It's an expression used to characterize an act of kindness or compassion and an emotion to describe the positive makeup of being human.

Everyone cares to varying degrees about different things, ideas and other people. Being caring is how we demonstrate this concern. Whether this is in families, communities, organizations or societies, caring is more than a unit of language; as are its companions, empathy and self-interest.

When it comes to healthcare, we all want the best. What if I don't know what is the best? Well then, shouldn't I want the most? "Caring" healthcare that includes lifestyle choices will guide our understanding of what is, in fact, best.

Our response, **healthcaring**, meshes with a desirable goal—wellbeing—to reset behavior and lessen competing interests.

Just as the phrase (and movement) *going green* created a mindset that changed people's behavior and guided the world's approach to improving the environment, the term *healthcaring* wipes the slate clean for improving health and healthcare. And it does this in a proven way.

How health is defined determines what gets done and how. If resistance to change is locked in a culture, it takes a new way of thinking, seeing and doing to break through to fresh ideas and achieve what everyone wants: good health, wellbeing, and of course, more caring, accessible and affordable healthcare.

The language of *healthcaring* appeals to strength of character and personal virtue. It creates a pathway to guide individual, institutional and organizational health and healthcare decisions and actions. *Healthcaring* reframes the seemingly intractable problem—healthcare delivery reform—by defining a shortcut to reshape societal behavior and overcome unchecked self-interest. Like *going green*, *healthcaring* will also lead to a cascade of other behavioral cues in a way similar to *sustainability*, *renewable energy*, *carbon footprint* and *organic*, all while providing a social counterbalance to the money-centered U.S. healthcare model.

Equally important, *healthcaring* will provide a behavioral code that sets the tone for individual health improvement. As in self-help, this will make it easier to develop a positive and healthy attitude about our physical and mental wellbeing. *Healthcaring* will raise people's commitment to this, as it encourages self-respect and individual responsibility.

The result will be a personal daily health management routine and, when necessary, more judgment-based medical treatment decisions. Because the accent is put on caring, *healthcaring* will over time also temper what are socially acceptable healthcare entitlements and eligibility

requirements for government-provided support like U.S. Social Security disability, Medicare and Medicaid.

Above all, this will simplify change, rewire behavior and enable providers, patients and payers to better agree on what is necessary in healthcare delivery, what is wasteful and what to focus improvement efforts on most—for our health, general wellbeing and the overall U.S. and world economies. This begins with a language that builds consensus and common purpose across divergent healthcare interests. Once commonplace, the emphasis on “caring” will help redefine the value every segment of society brings and form a smoother path to the desired outcome: a truly *healthcaring* America and world.

• 1 •

Everybody accepts that change can be really hard, so we resist it. What we haven’t paid much attention to is that subconscious change is much easier to swallow than conscious change. We respond when other people around us take positive health steps, and the greater the number of those who adopt a healthier lifestyle, the more likely we are to be cued by *healthcaring* to do the same. Nevertheless, just saying that *healthcaring* will transform American health and healthcare won’t make it happen.

One key for simplifying change lies in language itself and that’s supported by our research into *how to reset the behavior of millions, simply*. This revolves around **behavioral definitions**—a tool ordinary people have used to trigger extraordinary results, for example, *open source* or *designated driver*.

Behavioral definitions form the shorthand of life. They frame an under-recognized pattern as distilled and potent for behavior as mathematics is for science and biology is for

This preview of **HealthCARING: A Reset for Health and Healthcare** continues and includes excerpts from two chapters, the Afterword, an Appendix, and the complete index. To order a copy or two for yourself or to gift to someone else, order online at:

www.open4definition.org/healthcaring.php?v=1

1

Reset the Behavior of Millions, Simply

One person changed the way an entire society behaves.

He wasn't a President, billionaire entrepreneur or even widely known beyond his professional circles. And he still isn't. However, his efforts paid off in a big way: a keystone behavioral definition has become a ubiquitous and accepted practice whenever friends go out drinking on the town.

Jay Winsten, a Harvard Public Health professor, introduced the idea of a designated driver to America in the 1980's. He cherry-picked this behavioral definition from the Scandinavian countries where it had already become a cultural lodestone. If a group was going out, one person would not drink any alcohol the entire evening. This person became *the* designated driver.

Winsten's team made it their goal to create a safety routine across America. They did not have a formula or other examples to follow. "Winsten's inspiration was that you could make the behavior contagious by repeatedly exposing people to it, in many different contexts, even if those contexts were fictional."¹

They collaborated with writers and producers of more than 160 prime-time television programs before the internet and cable splintered America's attention. Shows would sprinkle designated-driver moments into their scripts. These moments appeared on **The Cosby Show**, **Who's the Boss**, **Hunter** and many others. A *designated driver* poster was displayed on the wall of the bar set for **Cheers**. In an especially memorable episode of another big hit show, **L.A. Law**, actor Harry Hamlin, playing the heart-throb lawyer, asked the bartender to please call his *designated driver*.

A 1988 **Los Angeles Times** interview about Winsten reads:

"Jay's crusade was one that we could do something about fairly easily, unlike a lot of other worthwhile causes," said Grant Tinker, then a vice president of NBC, who introduced Winsten to dozens of writers at all the major networks. Winsten always requested just "five seconds" of dialogue featuring the designated-driver idea, not a whole episode or even a whole scene. "Considering the simplicity of it all," said Tinker, "it was very hard for us to feel our independence was being challenged."

Three years after the campaign launched, nine out of ten people were familiar with the behavioral definition *designated driver*. And in 1991, people were behaving differently. Thirty-seven percent of American adults reported they had served as a designated driver. Fifty-four percent of those who drank frequently had also been driven home by a designated driver.²

This behavioral definition was not just life changing—it created "life saving" behavior. By 1992, alcohol-linked road fatalities had declined by at least twenty-five percent since 1988. This decline from nearly 24,000 to less than 18,000 lives lost was significant, and this happened at a time when more vehicles were on the highways and more miles were driven. It is likely the number of lives saved by the wide use of designated drivers was understated. By now, the cumulative total far exceeds 100,000 deaths avoided on America's roads.

Jay Winsten used the power and reach of television to stimulate a desired behavior and Americans responded. They first saw it and then mimicked it. *Designated driver* became a societal norm. What began as pure fiction became tangible, quantifiable and, from a behavioral definition and change implementation perspective, highly instructive.

4

Am I Going to Live Through This?

“All under one roof” sounds like a pitch for a shopping mall rather than a process design and operating definition for a Breast Cancer Care Center. Coupled with the companion behavioral definition *patient-centered*, it is easy to see what surgeon and *healthcarer* extraordinaire Laura Esserman had in mind. *All-under-one-roof* and *patient-centered* guided the development of what became one of America’s leading medical treatment centers. Esserman practiced at the University of California at San Francisco (UCSF).⁶²

A warm and empathetic person, Esserman decided there was a more caring way to treat women with breast cancer. Of course, it didn’t hurt her popularity with patients when she gave them her personal cell phone number and often even sang them a lullaby as they drifted off under anesthesia before surgery.

This human touch is in sharp contrast to what most breast cancer candidates usually experience. A typical progression in the U.S., as described by a Stanford University Case Study⁶³, follows in a condensed description, where we use a Jane Doe as the patient:

Jane discovers a lump in her breast. She calls for a doctor appointment and awaits her scheduled examination. The doctor confirms she needs to be further examined, so Jane is referred to another facility with a radiologist for a mammogram(s). It takes a few anxiety-filled days to get the results and they are suspicious, so she is given an appointment to see a busy surgeon like Dr. Esserman. Unfortunately, the mammogram images don’t arrive in time for her

examination, so there is a further delay of hours or days while they're located. Nevertheless, the surgeon does a biopsy, which is then sent to (or out for) pathology to determine if the lump has cancerous cells. Jane goes home to—again—anxiously await a phone call. When cancer is detected, she returns to see the surgeon and surgery is scheduled. After surgery, Jane is referred to another specialist for radiology and to an oncologist for chemotherapy. This sequence might take several weeks to unfold, and all the while, Jane can't help but wonder: **"Am I going to live through this?"**

Laura Esserman was appalled by the process and she decided it could be and should be dramatically improved. "What if there were a breast care clinic where a woman worried about a lump in her breast could walk in at the beginning of the day and walk out at the end of the day with an answer—either knowing the lump was no problem, or if it were a problem, having a treatment plan already in hand?" Esserman next set out to design an integrated process around the patient and, ideally, all-under-one-roof, which at UCSF, as in most large organizations, meant there were "turf" issues, as well as institutional politics and bureaucracy, to overcome.

Esserman brought Meredith Mendelsohn aboard as her chief administrative director and they moved to a modified test mode one day a week. UCSF Radiology Department presented the most difficult scheduling problems, but they prevailed. Esserman would, in the morning, tell patients to go out for a nice lunch or go shopping and then come back at 1:00, while she spent her lunch break in radiology with a radiologist examining the morning's mammogram images and deciding what needed to happen next. It worked, not seamlessly, but well enough to be expanded to two days a week.

"More surgeons started to get involved, and then nurses, and counselors, and support staff, and the snowball began." Success bred more success. Demand grew so much that UCSF

decided to dedicate an entire floor to a new Breast Care Center. The initial design didn't include radiology, so Esserman gave up a full third of the floor to achieve a core definition—*all-under-one-roof*, and of course, to be *patient-centered*.

Patients flocked to this center. Their patient count from 1997 to 2003 grew from a base of 175 to 1,300 per month. The UCSF Breast Cancer Center became recognized as a national leader and research center. From a business perspective, the gains were equally impressive: great cash flow and profit coupled with raving customer satisfaction.⁶⁴ "For the first time," said Esserman, "we put the woman at the center."

All-under-one-roof was another umbrella vision and keystone behavioral definition that aligned the efforts of disparate and often competing intra-organizational silos, including radiology and nursing, at the UCSF Medical Complex. This was no small feat. A self-organizing behavioral definition, *patient-centered*, spurred an improvement effort driven by Laura Esserman.

Resistance was overcome by connecting these behavioral definitions. This wasn't an abstract, high-level visionary goal created by a Hospital Administrator or board. Rather, the definitions were developed by a practicing surgeon and connected to the fears and trepidations of the very patients the center served. These patients who, in common medical practice, are told to wait for the next phone call days and sometimes weeks later for the results of their mammograms, biopsies or other tests, discovered a timing-and-care-sensitive surgery center. The process was also accepted and followed explicitly by the center's staff, practicing surgeons, radiologists and nurses. It appealed equally to their emotions and intellect.

As with the *designated driver* behavioral definition, UCSF's Breast Care Center had a "why," "how" and "when." Prospective patients, more importantly, now knew where to

Afterword:
More Care, More Health, Less Healthcare
by Dr. David L. Katz

My field—health promotion—and no doubt many others just as well, handily illustrates the gap between knowledge and the true power of its effective application. We have known for the past two decades at a minimum how to eliminate fully 80% of all chronic disease⁹⁸, and just look around to see the use to which that knowledge has been put. During those same two decades, chronic disease rates and their public health toll have only escalated⁹⁹, and dramatically at that, globally, and especially in the U.S.¹⁰⁰

Knowledge, alas, is not power.¹⁰¹ Knowledge may be necessary for power. Knowledge may be prerequisite to power. But knowledge is not sufficient for power. The gap between what we know, and what we do with what we know, belies the wishful thinking the expression espouses.

It was in 1993 that we were first, most clearly told in no uncertain terms of the opportunity to eradicate 80% of all chronic disease. For it was in that year that McGinnis and Foege published their seminal paper in **JAMA: Actual Causes of Death in the United States**.¹⁰² We learned then what perhaps should have been obvious all along: diseases were not really causes. Diseases were effects.

McGinnis and Foege asked, and answered: effects of what? What was causing the diseases—heart disease, cancer, stroke, diabetes, dementia—that were in turn causing premature deaths? What was causing the diseases that were taking years from life, and life from years?

The answer was a list of ten factors, most of which are under our potential personal control. But for our purposes here, the salient finding was that fully 80% of the action was just the first three items on that list: physical activity, dietary pattern, and tobacco use. I have long summarized this as use of feet, forks, and fingers.

Since 1993, a whole series of publications^{103,104,105,106,107,108,109} has served to reaffirm the link between those same few behaviors and the epidemiology of premature death and chronic illness—and even control over the expression of our genes. And perhaps more importantly, to establish the reverse connection as well: we could, with good use of feet (routine physical activity), forks (optimal dietary patterns), and fingers (no cigarettes) eliminate fully 80% of all chronic disease. That is incredible—but certifiably true.

Archimedes famously said: give me a lever long enough, and I can move the whole world! Feet, forks, and fingers are levers long enough to move the whole world of modern epidemiology to a dramatically better place. And they are accountable, and in principle accessible, to each of us.

But just as knowledge is not commensurate with power, will is not tantamount to way—despite cultural platitudes to the contrary. We may have the will to be healthy, but in a world of willfully addictive junk foods¹¹⁰, ingenious labor-saving technologies, and cultural ambivalence¹¹¹—we may not have, or know, or find, the way.

Where there's a will, there may or may not be a way. And so that way must be paved. One approach, accessible to us as individuals, is to align will-power with skill-power. There is a path to the summit of Mt. Everest—but only those with genuine mountaineering skills can take it. The climb to eating well and being active is, fortunately, not nearly that arduous—but in our obesigenic environment, it's no walk in the park, either. Taking the path to health in our culture requires skill.¹¹² Will-power alone will not suffice. Will-power plus skill-power certainly can.

Caring about health is where it all begins. And because we don't, in general, care nearly enough about health, we wind up with way too much healthcare.

Over 20 years of patient care, I have seen—far too many times, painful to recall—people reach retirement age with nicely gilded nest eggs, and disastrously scrambled health. I have never met anyone seriously willing to trade their capacity to get out of bed for a large bundle of cash. I have

Appendices

Appendix NO. 1

Worldwide Wellbeing Models

A guide on well-doing, leadership shortcuts and five gauges of wellbeing, including the European Union-wide and Gallup national measurement systems.

Appendix NO. 2

Birthing a Behavioral Definition

The design process including six key tenets and four common traits of a behavioral definition, along with an example design: *WHOlistic*.

Appendix NO. 3

Primer on *Healthcaring*: A Keystone Reset

The backstory on *healthcaring* along with a Q & A on behavioral definitions plus the central argument for their systematic creation and use.

Appendix NO. 4

Subtle Yet Jarring Inflections of Language

Thoughts and insights on the interplay of language and behavior featuring the distinction between *humane nature* and human nature

Appendix 3

Primer on *Healthcaring*: A Keystone Reset

Healthcaring provides a simple, broad, flexible, adaptable and, above all, causal mechanism for change. It's defined *as many, together* in **caring health and healthcare**.

In the spirit of Open4Definition—our organization's name—*healthcaring* will also remain open for definition even as we further refine and make it more personal for you in this book. The individual aim is: to transform the health and wellbeing of the whole person; to blossom physically, emotionally, mentally, socially and spiritually; to improve a person's state of health as exemplified by WHO's definition of complete physical, mental and social well-being and is not merely the absence of disease or infirmity (see **Appendix 2** for this stated in a definition form). We need to do this with as few negative distortions to the economic engine and the social culture of America and elsewhere in the world as possible.

The goal for *healthcaring* in organizations, institutions and government is equally broad. The idea is to take self-absorbed individuals, whether as patients, employees or officials, and rewire minds around *caring* health and healthcare. Our view is every bit as utopian, altruistic and value-laden as WHO's definition of health, but with two important distinctions.

First, we've taken what already exists for a subgroup of committed individuals, an intense *caring* about health and healthcare, and amplified it to make it understandable and a usable, causal reset in America and elsewhere.

Second, *healthcaring* organizes the system and our health behavior without controlling it. Unlike the WHO definition, this isn't a black-and-white definition that is so specific as to keep

About the Author: Personal Experience Colors a Nonfiction Book



Growing up in the hills of Eastern Kentucky in what is now ranked as the unhealthiest U.S. Congressional District was, perhaps counter-intuitively, a wonderful experience for B. Helton. His family's health history was equally as abysmal as the rest of the district's. As an only child, B. spent hundreds of hours in hospitals or in close-by motels while a parent was "receiving care" or undergoing treatment. B. watched as his parents tried to avoid hospitals and institutions, especially on weekends, and he became convinced that there just had to be a better way. He knew early on that he didn't want a medical career, but that didn't stop B. from wondering why American healthcare delivery was so prone to inconsistency, errors and oversights.

He left Appalachia and, as a freshman at Georgia Tech in Atlanta, was indoctrinated to an oft-repeated phrase: "What's the good word?" This cue had only one acceptable reply: "To Hell with Georgia!" The University of Georgia was the cross-state athletic arch-rival with more than twice as many students. This response wasn't a word; it was a phrase. But Tech's engineering students, more accustomed to electrical or mechanical signals, didn't ponder the distinction. It was, and remains to this day, a natural mimic for every student and alumnus worldwide.

This was a practiced cue and reply. Yet years later, whenever B. now hears someone ask, "What's the good word?" *healthcaring* has become his auto-reply. He asks you to also take up this response. The good word *healthcaring* is a conversation starter and, for some people, the beginning of a behavioral health reset.

B. spent a decade defining knowledge work and organizing productivity and service quality improvement overseas,

followed by years of self-employment stateside that made individual health insurance coverage a necessity for his family. The arrival of a second child in 1989, Kelly, who unlike her older brother Ben, was born on U.S. soil without the benefit of maternity insurance coverage, was paid for out-of-pocket in a hard-to-negotiate yet customized time payment prearrangement. This marked B.'s complicated and costly reindoctrination into the U.S. healthcare system and he has since spent countless hours dealing with issues in health, self-insurance and healthcare. Frustration and the continuing belief that there had to be a better way led him to start up a dot-com business touting the predecessor to today's U.S. Health Savings Accounts, and led as well to B.'s conclusion that "lifestyle health" was the only practical answer in the face of such deeply entrenched healthcare definitions.

Then in a slow-motion awakening that began in the last week of 2007, B. was unexpectedly "called" to figure out and ultimately champion behavioral definitions. There were three key prompts, none of them health or healthcare related. These were an unfulfilled redefinition of Father's Day, an ill-defined relationship and a third prompt that began as a straightforward inventory of his life's major successes and failures. After a few days of list making and editing, B. devised a simple classification scheme to search for any common threads, and two dominated. The first was "improvement," which surprised no one, considering his background in Industrial Engineering and running a management consulting firm; however, the strand that was a close second surprised him and everyone else: "definitions."

He'd been intuitively working with definitions all of his life with constant experimentation and changes in and alterations to definitions (and their effects on others, organizational performance and his business prospects), yet hadn't consciously recognized it. For the first couple of years after this eureka moment, it still wasn't easy for B. to explain the "IT" of behavioral definitions to the man or woman on the street. This included more than a hundred generous people from around the world who were intrigued enough with definitions to volunteer hundreds of hours to the overall effort and individual projects at Open4Definition.org.

Healthcaring, *healthcarer* and *humane nature* are major launching points, test cases and opportunities for everyday people, including caring mothers and thought leaders in healthcare and elsewhere, to turn their words into action in ways that cue improved health behaviors. With the unwavering support, hard work and ownership of many, Open4Definition continues this effort as B. now thinks of himself as a lens crafter and an amateur social entrepreneur. His actual job title is Guiding Principal, but he says: "I'm really more of a reporter, curator and, from time to time, either a shepherd or improvement ambassador."

This foundational book, however, isn't an author's tale; rather, it is the story of intuitive initiators like Jay Winsten who, with his coinage of *designated driver*, independently unlocked the latent power of a behavioral definition. Without fully seeing what they were doing, their definitions became part of an overarching pattern of social improvement. This behavioral and causal mechanism, now that it has been identified and defined, will simplify change and rewire minds on a large scale, that is, as others choose to join in and support its use.

In closing, and as the book reminds us, the test of any good idea is what can be done with it. What might you do with the right behavioral definition to tackle a seemingly intractable problem in your life, health or work? What will you do to make the promise of *healthcaring* a reality for you and others? Why not begin, as B. did, by repetitiously spreading the good word among everyone you meet? Open4Definition challenges you to try it out at least for the next two or three days running. You'll be amazed, both with what you learn and with the stories surrounding health and its all too often veiled and limiting definitions.

A Guided Bibliography

In a nod to authors worldwide, the key books referenced in **HealthCARING: A Reset for Health and Healthcare** are both described and available for direct purchase in the Open4Definition online webstore at:

www.open4definition.org/bibliography.php

We share a goal with these authors of making their work more visible and readily accessible to a new audience drawn to behavioral definitions and under-recognized patterns.

For your convenience, each book's "Why Recommended" webpage includes a link to the author's website, the ISBN number and Dewey classification, and listings of key people and organizations featured in the source book's behavioral definition-based stories (including more than one hundred stories unused in the **HealthCARING** book). Select authors also share their personal insights or a co-written thumbnail story designed to broaden your understanding of behavioral definitions and their practical use.

Index

- 100% smoke-free, 31
 20% *Innovation Time Off*, 158,
 200, 205
 20/20, 149
 401Ks, 146
 5th Congressional District, 127
 ABC News, 149
 abuse, 99
 academic, ii, 112, 170, 198
 access, 2, 25, 38, 43, 45, 49, 78,
 84, 86, 94, 100, 114, 126,
 129, 144, 147, 156, 159, 192,
 213
 accident, 65, 71, 120
 accountable care, 11, 100
**Actual Causes of Death in the
 United States** (McGinnis and
 Foeger), 143
 acupuncture, 39
 addiction, 5, 19, 24, 30, 70, 72,
 80, 82, 116, 144, 180, 194
 affliction, 75
 Affordable Care Act, 28, 44, 110
 agile reviewers, vii, viii
 agriculture, 128
 AIDS, 101
 Alcoa, 120-123, 133
 alcohol, 5, 13-14, 16-17, 50-51,
 67, 70, 72-73, 112, 128, 181,
 186
 alcoholism, 4, 13-14, 16, 30, 50-
 51, 68, 85, 126, 186
all-under-one-roof, 89-91, 122,
 201
 alternative health, 10, 22, 45, 48,
 82, 84, 110, 137, 170
 altruistic, 6, 167
 America, ii, 3-4, 7, 10, 12-16, 18-
 23, 25-26, 29-31, 36-37, 39,
 41, 42, 44-48, 50-53, 57, 63,
 67, 68-69, 71, 74-75, 77-79,
 83-85, 89, 92, 94, 97-101,
 104, 107, 110-112, 115, 117,
 126, 128, 131, 133, 135, 137-
 140, 149, 155-156, 159, 161-
 162, 164, 167-168, 177, 180,
 182, 184-187, 190-193, 202-
 203, 205, 209
 American Association of
 Naturopathic Physicians
 (AANP), 137, 203
 American Board of Integrative
 Holistic Medicine (ABIH), 137
 American Cancer Society, 94, 180
 American College of Lifestyle
 Medicine (ACLM), 137, 149
 American Holistic Medical
 Association (AHMA), 137, 203
 American Journal of Health
 Promotion, 69, 190, 192, 205
 American Medical Association
 (AMA), 137
 American Psychological
 Association (APA), 77, 81-82,
 87, 116, 194
 anesthesia, 89
 Anheuser-Busch, 17, 179
 anthropology, 173-174, 200
 antibiotic, 60
Antifragile (Taleb), 198
 antipsychotic, 78
 anti-smoking, 24, 27, 29
 Appalachian, 127, 209
 Apple, 85-86
 Arbor Nutrition Updates, 150
 Archimedes, 144
 Archives of Internal Medicine, 204
 Army, 156
 arthroplasty, 35, 38, 40
As One (Baghai and Quigley),
 115, 199
 Associated Press, 150, 182
 asthma, 19
 Atlanta, 27, 112, 182, 185, 190,
 198, 207, 209
 Atlanta Journal-Constitution (AJC),
 182, 185
 Attention Deficit Disorder (ADD),
 75
 Australia, 60
 Austria, 41, 43, 63, 64, 70, 116,
 188, 203
 authority, 25, 52, 81, 87, 168-169
 auto deaths, 42
 awareness, 6, 11, 53, 76, 81-82,
 102, 122, 124, 138, 169, 175,
 190
 backstory, 8-9, 20, 151
 Baclofen, 134
 bacteria, 60, 130
 Bartholomew, Christine, viii, 196
batting average, 162, 168

- BBC, 197
- behavior, ii, vi, vii, 1-6, 9-17, 19-25, 30, 32, 35, 43, 45-46, 49, 61, 64, 66-73, 77, 79, 81-82, 86-87, 92-94, 97-99, 103-107, 111, 115-116, 121-123, 130-132, 137-140, 144-145, 151, 159, 161, 168-170, 174-176, 179-183, 190-195
- changing, iv, 5, 30, 68, 92, 103, 119, 127, 138, 149, 180, 188
- cues, 93, 161, 186
- delaying, 79
- health, 11, 42, 82, 111-112, 126, 156, 167, 189, 204, 211
- healthcaring*, 7, 18, 48, 98
- humane, 83, 105, 174
- influence, 168, 173, 200
- public, 51
- reset, 1, 3, 12, 116, 173, 209
- social, 154
- unhealthy, 72
- behavioral
- psychology, 170
- tool, 211
- behavioral definition, vi, 3-5, 7-9, 11, 13-21, 24-25, 28-31, 36, 43, 44, 51, 60, 63-65, 67-68, 70, 79, 87, 89, 91-93, 96, 103, 107, 110, 115-117, 120-123, 126, 128, 131-133, 139, 151, 153-156, 158, 159, 161-163, 165, 168-170, 174-175, 179, 181, 183-184, 190, 192, 195-196, 198, 200-201, 210-211, 213
- behaviorism, 200
- Belew, Shaktari, viii
- Belgium, 63
- belief, 10, 24, 26, 44, 47, 66, 68, 70, 79, 83, 87, 92, 95, 97, 99, 102, 103, 106, 138-139, 146, 153-156, 168, 174, 181, 196, 202, 210
- Ben Thinkin'** (Helton), 161
- benefits, 6, 9, 20, 100-101, 145, 182, 198
- bereavement, 80
- Berlin, 39, 64
- Berwick, Donald, 99, 115, 121, 131, 197, 199
- binge drinking, 42
- bioethics, 193
- biology, 3, 7, 15, 21, 45, 111, 124
- biomarkers, 204
- bionics, 84
- biopsy, 90-91, 102
- bipolar, 74-80, 92, 104, 193-194
- Birge, Jack, vii, viii, 176
- birth, vi, 42-43, 45, 55, 70-71, 87, 105, 127, 151, 161
- birthright citizenship*, 195, 210
- Bismarck era, 38-39, 184
- bladder, 96
- Blink, The Power of Thinking Without Thinking** (Gladwell), 108, 198
- blueprint, 170
- Bonnaud, Francois, 36-37
- boutique medicine, 84
- brain, 30, 97, 122, 124, 201
- brand, 9, 18, 46, 70, 135, 146, 185
- Brawley, Otis, 94-97
- Breast Care Center, 91
- Brigham, Kenneth, 111-112, 190, 198-199
- bright spots*, 58-61
- Britain, 52
- British Petroleum, 31, 115, 199, 200
- Brockman, John, 183-185
- bronchial, 19
- Budweiser, 17, 179
- business, 7, 8, 10, 12, 15, 17, 38, 48, 51, 60, 70, 75, 91, 123, 125, 169, 170, 177, 185, 187, 191, 196, 198, 200, 210
- California, 23, 85, 112, 128, 137, 138
- Camping, Seana, viii
- Canada, 52
- cancer, 18, 28, 55, 67, 85, 89, 90, 95-98, 102, 106, 136, 143, 147, 196-197, 201, 204
- Cancer Treatment Centers of America (CTCA), 201
- carbon footprint*, 2, 201
- carcinogens, 28, 183
- cardiac, 191
- cardio, 123-124
- cardiologist, 107
- cardiovascular disease, 197, 204
- career wellbeing, 158
- caregivers, 22, 83
- caring, vii, 1-11, 15-16, 18, 20-24, 44-48, 50, 54, 57, 61, 69, 73, 85, 89, 92-94, 96, 99-101,

- 104, 111, 115, 133, 136, 138-139, 144, 147-148, 153, 164, 167-168, 171, 174-177, 189, 191, 211
 about health, 4, 5, 22, 50, 54, 57, 69, 94, 111, 138-139, 144, 167, 174, 189
health and healthcare, 22, 24, 54, 57, 94, 100, 139
 Carney, Brian M., 118
Carte Vitale, 36, 116
 case study, 186
cast member, 191-192
 cause before effect, 138
 causal mechanism, 68, 167, 211
 causal reset, 138, 167
 Cavell, J. Anthony, vii, viii
CC Corportion, 177
 Cedars-Sinai Medical Center, 128-132, 203
 Centers for Medicare & Medicaid Services, 99, 188, 197
 Chambers, Ric, vii, viii, 180
 change, ii, 1-4, 8, 11, 14-17, 19, 23, 24-25, 29-32, 44, 48, 59-60, 65, 67-68, 71, 75, 77, 80-81, 83, 92, 97-98, 100, 102, 105-106, 110, 116-117, 121-124, 128, 130, 135, 137-139, 147, 153-155, 161-163, 167, 169, 170, 173, 175-176, 183, 189, 194, 200, 204, 210, 211
 creating, 137
 cuing, 139, 170
 positive, 12, 29, 168
 unexpected, 134
 changing, 2, 13, 14, 18, 24, 35, 59, 64, 65, 72, 75, 77, 80, 111, 123, 131, 153, 169, 189
 character (human), 94
 Cheers, 13, 17
 chemotherapy, 90, 95-98, 136, 183, 196
 Chicago, 107, 150, 195
 chickenpox, 78
 childbirth, 71
 Childhood Obesity, 149
 children, 4, 7, 11, 19, 28, 30, 46, 57-59, 74-80, 94, 97, 125, 139, 150, 170, 193-194
 Chinese, 200
 chronic disease, 10, 18, 69, 111, 133-136, 143-144, 147-149
 cigarette, 18, 19, 24-25, 27, 30, 51, 93, 189, 190
 Cilley, Marla, 21
 citizen, 23, 26, 43, 46, 52-53, 63-64, 101, 153, 155-156, 164, 195, 203
 Cleveland Clinic, 72-74, 191--193
 clinic, 35, 154
 clinician, 77, 80, 96
 cocaine, 180
 co-create, 7, 121, 170
 cognitive, 133, 203
Cognitive Surplus, Creativity and Generosity in a Connected Age (Shirky), 133, 203
 coinage, 4, 165, 174, 196, 211
 collaborate, 13, 112, 136
 collaborative umbrella, 70
 collateral damage, 183
 Colvin, Geoff, 67, 70, 72, 83, 112, 182, 189, 191, 194
Commander's Intent, 156
 community, 1, 7, 11, 15, 21, 24, 25, 42, 59, 68, 77, 97, 98, 108, 115, 123, 134, 136, 158-159, 161, 180, 194
 community wellbeing, 158
compagnon, 117, 118
 compassion, 1, 5, 6, 11, 22, 73, 140, 176
 competence, 52, 81, 158
 conflict, 7, 12, 29, 47, 98, 182
 Congress, ii, 22, 127, 209
 Congressional District, 127, 209
Connected Capitalism, 170
 conscience, 80, 97
 conscious, 3-5, 12, 17, 22, 52, 63, 92-93, 104, 155, 161, 175, 180, 210
 consent, 31, 63
 consequence, 25, 27, 46, 51, 64, 79-81, 94, 95, 104, 111, 132, 202
 Constitution, 195, 198
 consumer, 6, 8, 43, 81, 85, 183, 185
 contagious, 13, 15, 21, 74
 Cook County Hospital, 107-109
 cooking, 59
 cooperate, 1, 5, 18, 116, 136, 173
 coordinate, 24, 47, 99-100, 116, 125, 155, 173
 co-payment, 36, 38-40, 46
 coronary, 67, 109-110
 Cosby Show, 13
 Cosgrove, Delos, 72-74, 191

- counseling, 24
- counselors, 81, 90
- Counter Clockwise** (Langer), 101, 197
- craving, 30, 80
- crime, 145
- cue, 2-5, 16, 22, 66, 69, 70, 77, 93, 97, 110, 116, 121, 123, 139, 156, 161, 169, 170, 186, 191, 193, 209-210
- culture, 2, 7, 8, 13, 16, 21, 27, 29, 36, 41, 43, 51, 53-54, 64-65, 68-79, 83, 98, 100, 107, 119, 121, 130, 144, 153, 156, 167, 174-176, 184, 200, 205-206
- currency, 146
- custom, 117, 126, 161, 169
- cyberspace, 145
- Dagher, Aida, viii
- dance, 5, 146
- Danish Tax Ministry, 128
- Darcel, Denise, viii
- Dartmouth, 108
- de la Torre, Ralph, 83, 194
- Dean, Jeremy, 30
- Dean, Kathy, vii, viii
- death, 14, 20, 23, 25-26, 35, 43, 45, 64, 66, 69, 80, 85, 95, 96, 102-103, 106-107, 115, 121, 180, 190, 204
- decision making, 9, 11, 48, 115
- Default Rule, 43, 63, 64
- define, 2, 4-5, 7, 21, 24, 28, 30, 31, 42, 49, 50-51, 53, 63, 73-75, 79, 83, 92-93, 100, 105, 109, 120-121, 128, 131-132, 134-135, 139, 159, 161-163, 167-168, 175, 181, 183-184, 193-194, 200, 206, 210-211
- defining, 2, 17, 24, 45, 170, 209
- definition, vi, 3-6, 8-9, 11, 15, 17-25, 28-32, 35, 43-44, 48-49, 51-52, 54-61, 63-67, 70-72, 74, 76-82, 85-96, 99, 101-108, 110, 115-123, 126, 130-133, 135-136, 147, 153, 155-156, 161-165, 167-170, 173-174, 176-177, 180-185, 188-202, 206, 210-211, 213
- definitional, 202
- definition-based, 43, 57, 169
- definition-dependent, 20, 48
- definition-enhanced, 23
- definition-formed, 121, 181
- DeLeon, Chris, viii
- Deloitte Global, 115, 199
- dementia, 143, 147
- Denmark, 63, 127, 128, 203
- dental, 86
- dentist, 54
- designated driver*, 3, 4, 8, 13-18, 21, 43, 51, 91, 93, 107, 116, 126, 164, 179, 186, 211
- destination, 7, 44, 50, 79, 98, 101, 138, 186
- deviant, 79
- diabetes, 5, 45, 67, 82, 104, 143, 147, 204
- diagnose, 38, 74-82, 104, 106, 110, 136, 156, 180, 193-194, 196
- dialysis, 145
- dictionary, 168, 176
- dietary, 82, 143
- disability, 3, 46, 75, 80, 81
- disease, 9-10, 18, 25, 27, 35, 42, 44-45, 56, 67-68, 74, 76, 96, 103, 106, 111, 113, 133-135, 143-144, 147-149, 163, 165, 167, 180, 190, 193, 196, 204
- disinfect, 129, 131
- Disney, 191-192
- Disruptive Mood Dysregulation Disorder, 77
- doctor, 5, 35-42, 47, 52, 54-55, 73, 78, 82, 89, 96, 101, 103, 105, 108-112, 128-129, 131, 133-135, 145, 186, 188, 190, 197-198
- Doctors Without Borders, 54
- dolphin, 57
- donor, 43, 63-67, 80, 188-189
- donorcyclist, 66
- dot-com, 210
- Doubting Thomas, 193-194
- Draves, D. Gordon, viii
- drugs, 76, 81, 86, 95
- DSM (Diagnostic and Statistical Manual of Mental Disorders), 76-81, 116, 155-156, 193-194
- DSM-III, 76
- DSM-IV, 80-81
- DSM-V, 77, 79, 116, 193-194
- Dubner, Stephen J., 65, 95-96, 189, 195-196, 203
- Duhigg, Charles, 122-123, 139
- DUI (Driving Under the Influence), 107
- Duke University, 81

- Duncan, Neil, 124
 DuPont, 120
 duties, 161, 169
Each One Teach Many, 180
Each One Teach One, 179
 economic, 3, 10, 22, 40, 83-84,
 111, 115, 119, 127, 167, 169,
 202
 economist, 81, 95
 ecosystem, 47
 efficiency, 10, 72, 99
 Egypt, 60
 Elkaya, Donna, viii
 Emory University, vii, 27, 111-
 112, 190
 Global Health and
 Humanitarian Summit, vii
 Emory University Midtown
 Hospital, 112
 emotion, 1, 8, 9, 22, 91, 94, 97,
 120-121, 156-157, 163-165,
 167, 190, 201, 203
 Emotional Health, 126, 156, 201
 emotional wellbeing, 156-157
 empathy, 1, 5, 6, 74, 89, 176
 employer-based wellness, 82
 end-of-life, 45
 engagement, 157-158
 environment, 2, 4-5, 24, 30-31,
 43, 45, 67, 73, 121, 124, 131,
 144, 168-169, 190
Épanouissement, 163
 epidemic, 45, 74, 81, 125
 epidemiology, 54, 67, 81, 112,
 129, 144, 204
 EQ, 201
 equality, 2, 28, 59, 69, 82, 91,
 92, 112, 116, 122, 130, 138,
 153, 156, 159, 167, 185, 200,
 203, 209
 ER (Emergency Room), 108-110,
 129
 Esserman, Laura, iv, 89-92, 121,
 196
 Ethiopia, 60
 ethos, 136
 eureka, 210
 Europe, 10, 52, 71, 119
 European Union (EU), 8, 127,
 151, 155
 evolving, 43, 93
 examine, 35-38, 40, 72, 85, 89,
 90, 133, 159, 161-162, 165,
 186, 198
 exercise, 4, 5, 7, 70, 73, 80, 82,
 99, 102, 123-126, 128, 139,
 184, 190, 201
 experiment, 18, 84, 99, 112, 116,
 133, 162, 175, 181, 191, 210
 FACPM, 149
 failure, 29, 45-46, 98-99, 131,
 199, 210
 family, 1, 5, 11, 23, 36, 39, 56,
 58, 59, 74, 77-78, 82, 94, 98,
 121, 147, 174, 177, 184, 190,
 193-194, 201, 209
 fat tax, 128, 203
 fatality, 4, 14, 50, 96, 186
 fat-shaming, 27
 fattening, 31, 128
 FAVI, 117-119, 123, 200
 feet, 10, 144
 Ferlic, Donald, 35
 Fiat, 117
 financial, 10, 23, 46, 52, 56, 71,
 105, 145, 158, 171, 179, 192
 financial wellbeing, 158
 fingers (no cigarettes), 10, 144
 Fisher, Roger, 203
 fisheries, 128
 fitness, 73, 125-126, 137, 146,
 150, 202
five-minute housecleaning, 21
 flourish (in health), 7, 45, 122,
 153
 food, 58-60, 73, 82, 86, 127-128,
 144, 159, 205
Food of the Gods (McKenna),
 180
**Fooled By Randomness, The
 Hidden Role of Chance in
 the Markets and in Life**
 (Taleb), 198
 Forbes, 191
 fork (optimal dietary patterns),
 10, 144
 Fortune magazine, 67, 83, 182,
 189, 191, 194
 France, 7, 9, 36-37, 41-42, 44,
 51-52, 63-65, 71, 116-117,
 163, 184, 185-187
 Frances, Allen, 81, 194
 Franklin, Benjamin, iv, 161
 fraud, 49, 99
 Fread, Beth, viii
 free medical schooling, 71
 freedom, 37, 118, 176
**Freedom, Inc., Free Your
 Employees and Let Them**

- Lead Your Business** (Carney and Getz), 118
 Frissell, Kellie, viii
 Gallash, Bruce, viii
 Gallup, 8, 126-127, 151, 156, 158-159, 202
 Gallup-Healthways, 126-127, 156, 159, 202
 gambling, 80
 game the system, 46
 Gandhi, 137, 206
 Gangarosa, Ray, viii
 Gasco, Lou, viii
 Gawande, Atul, 181
 gender, 127
 General Motors, 191
 General Practitioner (GP), 36-38, 40
 generative, 28, 119-120, 163, 182, 200
 geography, 42
 geopolitical, 47, 51, 127
 Georgia Institute of Technology, 111-112, 190, 209
 Germany, 9, 38-39, 41-44, 51-52, 64, 65, 67, 71, 76, 79, 100, 127, 184, 188-189
 gestation, 87
 Getz, Isaac, viii, 118
 Gigerenzer, Gerd, viii, 64, 185, 188
 Gilbert, Bruce, viii
 Gjerskov, Mette, 128
 Gladwell, Malcolm, 108, 198
 global, vii, 143, 190, 204
 Global Health and Humanitarian Summit, vii
 Globe, 150
 GNP, 186
 GOÄ (*Gebührenordnung für Ärzte*), 38
 goal gradualists, 120
 goal stretchers, 120
going green, 2, 8, 47
 Goldman, Lee, 107-110
 Good Morning America, 149
 Google, 156, 158, 200, 205
 Gould, Steven Jay, 106
 govern, 53, 126
 government, 3, 6, 8, 10, 15, 17, 18, 24, 27-28, 37-38, 40, 43, 46, 48, 52, 56, 58, 65, 68, 81, 87, 95, 99, 101, 110, 116, 136-137, 154, 167, 170, 182, 197
 Gramme, Rita, viii
 Gray, Mark, viii
 Great Recession, 179
 Greenwood, Rita, viii
 Gregorian, 87
 Griffin Hospital, 149
 Gross Domestic Product (GDP), 10, 42, 49, 95, 100
 Group Against Smoking Pollution (GASP), 26
Gut Feelings, The Intelligence of the Unconscious (Gigerenzer), 185, 188
 habit, 4, 11, 19, 21, 24-26, 30, 32, 59, 68, 70, 72, 93, 122, 123, 128, 129, 131-133, 136, 139, 153-156, 162, 168, 173-174, 180, 184, 201
 Hajri, 87
 HALE, 204
 Hand Hygiene Safety Posse, 129
 hand sanitation, 60, 131-133, 203
 hand-hygiene, 129-130
 handprints, 130
 Harris, Sam, 181
 Harter, Jim, 158, 206
 Harvard University, 13, 67, 101, 106, 112, 124, 201
 Harville, Kevin, viii
 Haugo, Zoe, viii
Hausarzt, 38
 health, i, ii, vi, vii, 1-12, 17-24, 26-29, 35-49, 53-54, 56-60, 63-70, 72-74, 77-78, 80-87, 92-95, 98-106, 108, 110-112, 115-116, 122, 125-128, 132-139, 141, 143-150, 156, 158, 161-165, 167-168, 170, 174, 177, 182, 184-186, 188-192, 195, 197-199, 202-205, 209-211
 and fitness, 125, 202
 problems, 19, 24, 184
 public, 13, 67, 106, 149, 187, 204
 risks, 82, 193
 transformation, 202
 health and wellbeing, 8, 57, 69, 83, 98, 128, 138-140, 162, 165, 167, 177
 health insurance, 27-28, 36-44, 46, 48-49, 71-73, 81-86, 95, 100-101, 106, 108, 110, 134, 141, 182, 189, 192, 197, 202, 210

- companies, 24, 28, 37-40, 56, 80, 95, 134
- eligibility, 81
- exchanges, 48, 110
- medical, 40
- plan, 36, 40, 84
- premium, 27-28, 73, 182, 192, 197
- health promotion, 10, 143, 145, 149, 190
- healthcare, 1-12, 18-19, 22-23, 27, 29, 33, 36, 37-57, 61-64, 69-73, 77-78, 82-88, 93-95, 98-101, 104-105, 110-112, 115, 117, 122, 127, 134-140, 147-148, 159, 162, 167-168, 174-176, 182, 185-186, 190, 193, 197, 199, 209, 211, 213
 - and health, i, ii, 1-4, 10, 17, 22, 28, 42, 47, 49, 98, 103, 105, 110, 136, 138, 161, 167-168
 - costs, 27, 186
 - delivery, 2, 3, 7, 9, 45-46, 51-52, 94, 110, 122, 159, 174, 185, 209
 - industry, 111, 136-137
 - legal-based, 171
 - more, 93, 144, 189
 - providers, 1, 5, 18, 69, 137
 - reform, 37, 139
 - system, 7, 10, 22, 41, 43, 47, 110, 115, 134-135, 138, 210
 - workers, 105, 165
- healthcarer*, 12, 89, 138, 163, 174, 177, 211
- healthcaring*, vi, vii, 1-12, 15, 18-23, 28-29, 44, 47-49, 57, 68-70, 72, 79, 84, 87, 92-93, 97-98, 100, 104-107, 110-115, 119, 126-128, 133, 136-139, 147, 150-153, 159, 163-165, 167-168, 170, 173-177, 181, 183, 186, 190-192, 196, 209, 211, 213
 - attributes, 5, 11, 165, 194
- HealthCARING, i, ii, 164, 213
- HealthDay, 150
- health-related, 7, 99
- health-result gauge, 43
- Healthways, 202
- healthy, 2, 4, 8, 10-12, 27, 45, 49, 57-58, 63, 65, 85, 103, 112, 114, 126, 128, 136-137, 144-145, 146-147, 149, 156, 164, 182-183, 197-198, 204-205
- healthy living, 204
- heart, 5, 13, 18, 28, 45, 56, 73, 106-110, 124, 143, 147, 180, 191, 197
- heart disease, 18, 45, 143, 147, 180, 197
- Heath, Chip, 163, 179, 181, 188, 195, 196, 199
- Heath, Dan, 60, 163-164, 179, 181, 188, 191, 195-196, 199
- Helton, B., i, ii, 209-211
- Helton, Ben, ii, 210
- Helton, Kelly, 210
- Herbert, Mark, viii
- high school, 123, 125-126
- higher deductible health insurance, 71
- Hightower, John, viii
- Hitoshi, Kono, 40
- Hixon, Todd, 191
- Hodgkins, 96, 196
- Hoffman, Elizabeth, viii
- Hogberg, David, 187
- Hollender, Jeffrey, 201
- Honduras, 54
- Horton Hears a Who** (Dr. Seuss), 164
- hospital, 15, 20, 27, 38-40, 45, 52, 60, 71-76, 91, 96-97, 100, 108-110, 115, 121, 128-133, 181, 191-194, 199, 201, 203, 209
- hospital charge rates, 71
- Houle, David, 195
- housecleaning zones*, 21
- How We Do Harm** (Brawley), 94
- Hubbard, Barbara Marx, viii
- human, 98, 131, 205
- human nature, 6, 11, 151, 154, 168
- humane, 7, 11, 22, 54, 58, 61, 68-69, 79, 83, 93, 105, 137, 139, 151, 159, 163-164, 173-175, 177, 196, 210
- humane beings*, 61, 175
- humane care*, 68, 175
- humane nature*, 11, 22, 54, 58, 68, 79, 93, 137, 139, 151, 159, 163-164, 173-174, 177, 196, 211
- humane rights*, 83, 175
- humanekind*, 175

- humanitarian, vii, 11, 54, 174, 175
- humanity, 11, 87, 116, 155
- humankind, 159
- Hungary, 63
- hunger, 30, 137
- Huppert, Felicia, 155
- Huzjak, 94-97, 113
- hygiene, 129-133, 203
- iatrogenics, 198
- ICD, 56-57, 187-188
- ICD-10, 56, 188
- ICD-10-CM, 188
- illness, 18, 26, 76, 85, 97, 127, 133, 144, 198, 202
- immune, 94, 129, 197
- improvement, iv, 2-3, 12, 17, 20-21, 61, 84, 91, 102, 115, 122, 125, 128, 131, 134-136, 138, 168, 173-176, 180, 190, 197, 199, 209-211
- In Pursuit of Elegance, Why the Best Ideas have Something Missing** (May), 118
- incentive, 53, 129, 145
- incurable, 15, 95, 101, 103
- Industrial Engineering, 210
- infants, 174
- infection, 12, 19, 20, 60, 128-129, 131-132
- infirmity, 11, 44-45, 110, 163, 165, 167, 174
- inhumane, 23
- injury, 35, 38, 54, 57, 68, 108
- innovation, 10, 11, 49, 73, 88, 119, 125, 168, 180, 188, 196
- insomnia, 76
- Institute of Health Improvement (IHI), 115, 121, 123, 131, 133, 197, 199
- insurance (see health insurance) travel, 86
- Internal Revenue Service (IRS), 28
- intervention, 24, 28, 47, 52, 60, 68, 83, 84, 103, 121, 155, 196, 199, 204-205
- intoxicated, 17
- IQ, 201
- Iran, 65-66
- Isdell, Neville, viii
- Israel, 66
- Japan, 9, 39-42, 44, 51-52, 71, 185-186
- Jewish, 66
- Johannaber, Earl, viii
- Johns, Michael M.C., 190, 198
- Johnson, Jeff, viii
- Johnson, Steven, 206
- Jones, James Patton, vii, viii
- Jory, Brian, viii
- Journal of the American Medical Association (JAMA), 143, 204
- Jungle of Nool, 164
- Kahneman, Daniel, 127, 202
- Katz, Catherine, 150
- Katz, David, viii, 10, 68, 138, 143, 149, 150, 174, 189, 204-205
- Kentucky, 127, 209
- Kenya, 54
- key tenet, 9, 162
- keystone behavioral definition, vi, 4, 13, 18-20, 28, 32, 44, 48, 74, 91-92, 115-116, 121-123, 135, 137, 139, 151, 155, 158, 161-163, 168, 173, 177, 186, 189, 191, 193, 200
- keystone habit, 122-123
- keystone reset, 167
- kidney, 65-66, 96
- kidney transplant, 65-66
- Kirschner, David, vii, viii, 176
- Klein, Ezra, 191
- knowledge, 9, 105, 143-144, 147, 204, 209
- Kraepelin, Emil, 76, 193
- Kruschwitz, Nina, 201
- Lane, Mark, viii
- Langer, Ellen, viii, 101-102, 197
- language, iv, vi, 1-3, 5, 9, 12, 15, 19, 32, 43, 45, 56, 58, 64, 68, 74, 82, 97-98, 101, 103, 105, 115-116, 127, 151, 161, 164-165, 168-169, 173-174, 176, 179, 183, 197, 206
- Laubach, Frank, 179
- Laur, Joe, 201
- Lawler, Phil, 125-126, 202
- lawsuit, 126
- lawyer, 13, 202
- leader, 23, 39, 69, 73-74, 89, 91, 115, 117, 127, 129-130, 149-150, 156, 163, 184-185, 188, 190, 199, 202, 206, 210
- leadership, 16, 70, 115-116, 121, 151, 156, 191, 199, 202
- legislature, 24, 26, 28, 53
- less-healthy, 182
- leukemia, 96

Levitt, Stephen D., 65, 95-96, 189, 195-196, 203
 liability, 187, 202
 licensure, 51-54, 57, 64, 85, 116, 186
life expectancy, 42, 67, 105-107, 127
 life-and-death, 51
 lifestyle, 1, 3-4, 11-12, 16, 27, 45, 67-68, 82-83, 87, 106, 125-126, 137-138, 189-190, 192, 204, 210
 lifestyle health, 210
 LinkedIn, 149
 Linux, 136
 lipids, 73
 Lipitor, 46
 Lippmann, Walter, 31, 184
 London, 35, 185
 LUI (Living Under the Influence), 107
 Luisi, Constance, viii
 lymphoma, 96, 196
 Lynch, Peter, viii
 Lyons, Dave, viii
Made to Stick, Why Some Ideas Survive and Others Die (Heath and Heath), 163, 164
 Madrigal-Dersch, Juliette, 55, 187
Making Habits, Breaking Habits (Dean), 30
 Malcolm Ryder, viii
 malnutrition, 57-60
 malpractice insurance, 41, 71, 196
 mammogram, 89-92
 manic-depression, 76
many, together, 5, 116, 140, 155, 167
 marijuana, 80
 market, 44, 46, 51-52, 66, 119, 135, 173, 177, 179, 200
 marketing, 4, 9, 10, 15, 31, 70, 76, 164-165, 174
mark-to-market, 15, 179
 marriage, 170, 183, 202
 mathematical, 169, 200
 Mauboussin, Michael J., 181
 May, Matthew E., viii, 85, 118, 195, 206
 McCauley, Richard, 85
 McKenna, Terence, 180
 McWhorter, John, 184
 meaning and purpose, 157

Médecins Sans Frontières (MSF), 54, 187
 Medicaid, 3, 48, 56, 99, 197
 medical, vi, 2, 4, 6, 15, 18, 21, 26, 28-29, 35-36, 39-43, 49-57, 71, 74, 76, 78-79, 81, 83-85, 89, 91-92, 94-98, 101-106, 108, 110-116, 120-121, 124, 128, 130-137, 149, 161, 169-170, 181, 184-187, 190-191, 196, 198, 201, 203, 209
 center, 74, 120, 191, 198
 community, 198-199
 decision, 196
 errors, 53, 85, 98, 190
 fields, 198
 practices, 35, 56, 91, 133, 187
 profession, 54, 57, 103-104, 116, 132
 providers, 52, 79, 83, 103, 187
 staff, 94, 96-97, 116, 129
 term, 6, 103
 medical term, 6
 Medicare, 3, 46, 55-57, 96, 99, 101, 134, 187, 197
 medicine, 5, 20, 35, 37, 46, 52-53, 65, 67-68, 70, 74, 76, 78, 84, 96, 98, 99, 102-105, 108, 129, 133, 136-137, 145, 149, 154, 182, 197-198, 204-205
Medicine, Mind and Meaning, A Psychiatrist's Guide to Treating the Body, Mind and Spirit (Wood), 205
 meme, 175
 mental, 2, 5, 44, 53-54, 70, 74-77, 78, 80-82, 104, 111, 113, 136, 139, 156, 159, 163-165, 167, 193
 metaphor, vii, 111, 155, 191-192
 methodology, 109, 179, 203
 Michigan, 20, 86, 181, 192
 midbrain, 30
 military, 54
 mind-bending, 57
 mind-body-spirit, 82
 mind-share, 9
mini-plants, 117, 119
 misbehavior, 6, 45, 70, 193
 misery, 154
 mistakes, 21, 45, 52
 misuse, 81, 99, 110
 Mitts, Lydia, 193
 model, 2, 8-9, 18, 22-23, 38, 42, 68, 71, 76, 84-6, 107, 119,

- 123, 127-128, 136, 139, 153, 156, 158-159, 191, 198, 200
 competing, 153
 leadership, 156, 199
 mathematical, 200
 SUCCEsS, 164-165
 wellbeing, vi, 151, 153, 199
 molecular, 15, 21
 money, 2, 15, 41, 54, 69, 95, 98, 118, 127, 145-146, 186, 202
 MOOC, 187
 mood disorder, 77
 moral, 45, 64, 94-97, 132, 134-135, 140
More Care, More Health, Less Healthcare (Katz), vi, 138, 143
 mores, 29, 45
 mortality, 42, 96, 106, 196, 204
 mothers (caring), 11, 58-59, 87, 121, 130, 137, 174, 195, 211
 motorcycle, 65-66, 146
 movement, 2, 21, 100, 139, 189
 Murthy, Rekka, 129-130
 Muslim, 86-87
 mutual health organization, 11
 myeloma, 96
 myth, 9, 33, 49, 62, 88, 114, 141, 185
 nation, 27, 35, 52, 121, 153-155
 national, 10, 21, 23-24, 29, 35-37, 39-41, 44-45, 54-55, 65, 68, 71, 81, 91, 123, 126, 136, 139, 149, 151, 153, 156, 182, 187, 197, 201-202, 204-205
 National Academy of Sciences, 205
 National Cancer Institute, 29
 National Center for Public Policy Research, 187
 National Institutes of Health (NIH), 29
 National Well-being Index, 126, 156
 nature, 6, 11, 25, 27, 30, 66, 104, 162, 175
 naturopathic, 203
 Navy, 35, 107, 108
 NBC, 14, 179
 Netherlands, the, 78
 network, 14, 197, 201
 neurology, 30, 124, 134
 New Deal, 100
 New York City, 131
 New York Times, 71, 150, 194, 203
 nicotine, 30
 Nigro, Ryan, viii
 Nigro, Todd, viii
no dry holes, 199
No Smoking Area, 25, 27, 31
 Nobel Peace Prize, 54
 Non-Governmental Organization (NGO), 54, 57, 67
 non-profit, 38, 126, 149, 193
 non-smoker, 25-26, 28, 30, 51, 189
 non-smoking, 4, 30, 192
 Noriaki, Nakamichi, 39
 norm, 7, 10-11, 14-15, 19, 45, 48, 51, 59-60, 63, 65, 73, 95, 98, 100, 102, 107, 115, 121, 133-134, 196
 Northwestern University, 183
 Norwood, Michael, viii
Now Tobacco Has Killed My Big Brother (O'Donnell), 190
 nurse, 54, 73, 90-91, 96, 128, 131
 nutrition, 58, 60, 73, 85, 137, 149, 204
 NuVal nutritional guidance system, 149
 O'Neil, Paul, iv, 120, 121, 122, 123
 Obama, Michelle, 150
 Obamacare, 101, 182
 obesity, 4, 27-28, 31, 42-43, 72, 82, 125-126, 128, 149, 159, 182, 184, 191, 205
 occupational, 52, 186
Occupational Licensing Unveiled, It's Huge (Helton), 186
 O'Donnell, Michael P., 68, 190, 192
Off-Balance (Kelly), 203
 oncologist, 90
open source, 3, 15, 115, 136, 200
 Open4Definition, i, 28, 161-162, 165, 167, 170, 175, 181, 185, 186, 190, 197, 200-201, 206, 210-211, 213
 ophthalmologist, 40
 optimism, 157
opt-in/opt-out, 17, 43, 63-64, 66-67, 79, 93, 97, 128
 organ, 63, 67, 80

- organ donor, 17, 43, 63-67, 70, 79, 93, 116, 128, 188-189
- organic, 2, 82
- organization, 1, 2, 8, 15, 17-18, 26, 28, 32, 54, 61, 68, 74, 81, 90-91, 100, 115-117, 120-123, 136-137, 153, 156, 158, 161, 167, 173, 177, 191, 200, 210, 213
- organize, 27, 74, 91, 117, 127, 137, 167, 177, 209
- orphan, 58
- orthopedic, 35, 37-39
- out-of-pocket*, 28, 37, 46, 71, 182, 210
- outpatient, 40
- overweight, 31, 184
- oyster, 185
- painful, 144, 182
- Pando, Teresa, viii
- paradox, 70, 136
- parent, 23, 55, 75, 79, 150, 193, 209
- Parham, Margie, viii
- Parsons, Lisa, viii
- participant, 45, 61, 82, 112, 120, 136, 138, 198
- passion, 8, 136, 147
- pathology, 80, 90
- patient, 3, 5-7, 11, 18, 20, 22, 35-38, 41-48, 51, 55-56, 66, 69, 71-74, 78, 83-85, 89-91, 94, 96-105, 108-110, 112, 116, 122, 128-129, 131-135, 144, 149, 167, 180-181, 183-184, 187, 192-193, 196, 199, 201
 - behavior, 102-103
 - care, 47, 144, 149, 201
 - centered, 18, 84, 89, 91, 94, 122
 - experience, 72-74, 196
 - Medicare, 56, 187
 - privacy, 18, 132-133, 135, 203
 - safety, 181
 - to patient, 134, 201
 - under-aged, 76
- PatientsLikeMe*, 17-18, 23, 133-136, 180, 201, 203
- pattern, 1, 3, 4, 17, 19, 21, 31, 68, 70-71, 79, 93, 116-117, 122, 143, 169, 198, 211, 213
 - under-recognized, 3, 15, 70, 81, 122, 163, 198, 201, 213
- payer, 3, 6, 22, 36, 39, 41, 45, 46, 56, 71, 76, 81, 94, 145, 210
- pay-for-health-success, 10
- pay-for-organs, 66
- PE4life, 126, 202
- PERMA, 156
- Peru, 54
- Peterson, Michael, viii
- pharmaceutical, 18, 22, 84, 94, 95, 99
- pharmacist, 133
- philanthropic, 11, 174
- philosophy, ii, 54, 125-126, 134, 174, 201, 203
- physical, 2, 38, 44, 73, 85, 95, 97, 98, 124, 126-127, 136, 143, 156, 158, 159, 163-165, 167, 192
- Physical Education (PE), 124-126, 202
- physical wellbeing, 158
- physician, 22, 37-38, 41, 51-56, 71, 77, 81, 83-86, 94, 97, 100, 104, 110, 129-131, 137, 186-187, 193, 203
- physiological, 74
- Pinker, Steven, 206
- placebo, 102-103
- plaintiff, 22, 94, 99
- Poland, 63
- policy planner, 22, 94
- politics, 15, 22, 38, 44, 50, 54, 90, 94, 98, 101, 111, 177, 206
- Portugal, 63
- positive deviant*, 58, 61
- positive psychology, 8, 156
- poverty, 58, 146
- practice, 5, 7, 8, 11, 13, 35-36, 39-42, 51-53, 55-56, 59-61, 65, 70, 75-76, 79, 84-85, 89, 91, 110, 118, 121, 129, 131, 134, 136, 147, 149, 161, 169, 186-187, 197, 209
- Prancing Pony Press, i, ii
- predictive health, 45, 70
- Predictive Health** (Brigham and Johns), 111-112, 190, 198, 199
- Predictive Health Institute, 111
- Preferred Provider Organization (PPO), 22, 94
- pregnancy, 87
- premature death, 43, 143-144
- prescription, 86, 105

- prevention, 9-10, 49, 68, 83, 112,
 129, 147, 149, 189, 204
 preventive healthcare, 8, 45
 Princeton University, 127
 procedure, 38, 42, 45, 71, 84,
 111, 118, 121, 131
 Pronovost, Peter J., 20, 21, 181
 prostate, 96, 97, 204
 provider, 3, 6, 11, 22, 37, 39-40,
 45, 53-56, 70, 72, 83-84, 86,
 94, 98-99, 103, 112, 154, 174,
 196, 198
 PsyBlog, 30
 psyche, 10, 32
 psychiatric, 74-77, 81, 136, 156,
 193
 psychiatrist, 76-77, 79, 81, 193
 psychologist, 20, 30, 77, 81, 110,
 180, 183
 psychology, 75, 102, 174-175,
 197
 psychotherapy, 68, 154
Public Opinion (Lippmann), 184
 Quigley, James, 200
 R.A.R.E Project, 180
 radiology, 89-91
 Ramadan, 86-87, 195
 Ramsey, Clay, viii, 206
 random, 112, 129, 165, 188, 198
 rank-and-file behaviors, 156
 Ratey, John, viii, 124, 201
 Rath, Tom, 158, 206
 redefinition, 84, 116, 210
 Reed, Diana, viii
 Reid, T.R., viii, 35, 38, 51, 57,
 185
 Reilly, Brandon, 108-109
 reimbursement, 37, 56, 71
 relapse, 31, 48
 remission, 15, 48, 96, 103, 204
renewable energy, 2
 research, ii, 3, 10, 18, 32, 36, 68,
 75, 77-78, 80-81, 91, 96, 106-
 107, 108, 112, 124, 135, 149,
 158, 163, 181, 187, 193, 198,
 199, 202
 reset, i, ii, vi, 1, 3, 7, 12-13, 44,
 57, 82, 92, 98, 116-117, 138-
 139, 140, 161, 167, 173-174,
 179
 resilience, 157
 resistance, 2-4, 17, 23, 29, 52,
 60, 65, 69, 91, 92, 104, 136,
 147, 162, 181, 200
 respect, 2, 22, 51, 71, 83, 100,
 105, 119, 125, 170, 186, 194,
 203
 respiratory, 26
 responsibility, 2, 7, 16, 20, 47,
 83, 94, 98, 102, 104, 117,
 179, 194
 Reuters, 150
**Rewire Leadership, As Many,
 Together** (Helton), 200
 rituals, 169
 Robert Wood Johnson Foundation,
 42
 Roizen, Michael F., 73
 Roker, Dania, viii
 Romania, 54
 Roosevelt, 100
 Rosen, Jay, 49, 50, 117, 185
 rules, 29, 52, 56, 65, 99, 136,
 161, 169, 182-183, 198
 sacrifice, 7, 98
Safe Patients, Smart Hospitals
 (Pronovost), 181
 Saltmarsh, Sue, viii
 sapient, 161-163, 182
 Sapir, Edward, 173, 206
 Sapir-Whorf Hypotheses, 207
 sarcoma, 96
 satisfaction, 37, 91, 138
 Scandinavia, 13, 15
 science, 3, 20, 29, 65, 83, 103,
 111, 116, 123, 149, 161, 169,
 183-185, 190, 193, 198, 200
 scientific meanings, 161, 169
 scientist, 84, 106, 183
 sclerosis, 133
scrub, 132-133
secondhand obesity, 184
secondhand smoke, 4, 8, 17-19,
 24-31, 51, 70, 93, 99, 116,
 137, 155, 180, 186, 189
 behavioral definition, 93, 131
 definition, 28-29, 155, 183
 impact, 19, 26-27, 31
**Secondhand Smoke,
 Backburning the Fire**
 (Helton), 181
See Something Say Something,
 179
 self-determination, 157-158
 self-help, 2, 93
 self-interest, 1, 2, 4, 22, 46-47,
 69
 Seligman, Martin, 156
 Semmelweis, Ignatz, 203

- Senegal, 54
 Senge, Peter M., 120, 201
shine your sink, 21
 Shirky, Clay, 133, 203
 shortcut (definition formed), 2, 93, 155-156, 200
 Shulman, Neil, viii
 Siben, Bernie, vii, viii
 Silka, Paul, 129-130
 Simmons, Laurie, viii
 Singapore, 176
 skill, 15, 21, 144, 146-147
 skill-power, 144, 146-147
 SMD, 193
 Smith, Bryan, 201
 Smith, Emily Hamlin, 193
 Smith, Thomas J., 96
smoke-free, 19, 24, 30
 smoker, 4, 18, 19, 24-31, 51, 69, 73, 82, 180, 182, 190
 adult, 27
 public, 26
 smoking cessation, 19, 24, 72, 154, 183
 social norms, 161, 169-170, 195
 Social Security, 3, 101
 social wellbeing, 158
 society, 3, 4, 7, 9, 12-13, 15-18, 21, 23, 45, 52-53, 64, 68-69, 80, 83, 97, 100, 116, 120, 135, 137, 145, 153-155, 158, 170, 173, 184-185, 195, 200
some is not a number, 199
soon is not a time, 121, 199
 Sourcebooks, viii, 195
Spark, The Revolutionary New Science of Exercise and the Brain (Ratey), 124, 201
 spiritual, 1, 139, 164-165, 167, 206
 spreadable, 31, 107, 163, 165, 181
 Stanford University, 89, 94, 196
 Starbucks, 129
 statistics, 30, 35, 41, 58, 76, 103, 106, 108, 132, 147, 158, 179, 188, 193, 197, 203
 Sternin, Jerry, 57-60, 188
 Steward Health Care Systems, 83, 194
 sticky, 31, 107, 163, 165, 181
 stomach, 59, 95, 106
stop-doing, 15
 stop-smoking, 24, 25
 stories, iv, 8, 9, 197, 200
 stress, 55, 69, 73, 104, 127
 stroke, 67, 143, 147
 Strom, Stephanie, 203
 subconscious, 3, 5, 17, 22, 25, 161, 175, 180
 subliminal, 4, 155
 success, 4, 18, 23, 25, 30, 43, 58, 65, 81, 90, 116, 122, 139, 163, 165, 168, 170, 181, 210
 SUCCEss, 163-165
 suffer, 5, 18, 27, 75, 97, 108, 121, 127, 133-135, 158
 sugar, 73, 128
 sugar tax, 128
 suicide, 75
Super Freakonomics, Global Cooling, Patriotic Prostitutes, and Why Suicide Bombers (Levitt and Dubner), 65, 95, 189, 195-196, 203
 Supreme Court, 44, 101
 surgeon, 27, 35, 38-39, 66, 73, 89, 90-91, 132, 150, 191, 192
 surgery, 35, 38-40, 42, 52, 66, 89-91, 132-133, 192
suspension of disbelief, 96, 99
sustainability, 2, 201
 sustainable, 42, 45
 Swan, Trevor, viii
Sway, The Irresistable Pull of Irrational Behavior (Brafman and Brafman), 193
Switch, How to Change Things When Change is Hard (Heath and Heath), 60, 179, 181, 188, 195-196, 199
 Switzerland, 41, 43-44, 51
 syndrome, 104
 Taiwan, 201
 Taleb, Nicholas Nassim, 198
 Tamalet, Bertrand, 37, 38
 Taubman, Jacqueline, viii
 taxes, 19, 24, 27, 80, 128, 182, 197
 tax-free, 128
 TBU (True But Useless), 58
 teacher, 47, 79, 124-125, 149, 179, 193, 202
 teamwork, 16, 54, 57-58, 60, 161
 technology, 10, 36, 144
 teenagers, 25
 television, 13-14, 105, 126, 164
 Temper Dysregulation with Dysphoria (TDD), 77, 193

- terminal, 94
 Tester, Gita, viii
 testicular, 96
The Healing of America, A Global Quest for Better, Cheaper, and Fairer Health Care (Reid), 35
 The Huffington Post, 149
The Laws of Subtraction (May), 85, 195, 206
 The Max Planck Institute for Human Development, 64
The Median is Not the Message (Gould), 106
The Moral Landscape (Harris), 181
The Necessary Revolution, How Individuals and Organizations... Create a Sustainable World (Senge et al), 120, 201
The Next Exodus, Primary-Care Physicians and Medicare (Hogberg), 187
The Power of Habit (Duhigg), 122, 139
The Power of Positive Deviance, How Unlikely Innovators Solve the World's Toughest Problems (Sternin and Sternin), 188
The Stuff of Thought, Language as a Window into Human Nature (Pinker), 206
The Tipping Point, How Little Things Can Make a Big Difference (Gladwell), 198
 theory, 37, 70, 201
 therapy, 20, 38, 78, 133, 196, 197
Think Twice (Mauboussin), 181
third-hand smoke, 28-29, 31
This Will Change Everything, Ideas that will Shape the Future (Brockman), 183
This Will Make You Smarter (Brockman), 184-185
 three-legged stool, 153, 205
 Tinker, Grant, 14, 179
 tipping point, 189
 Titanic, 112
To Err is Human (The Institute of Medicine), 129
 tobacco, 19, 23-25, 28, 31, 69, 73, 93, 104, 143, 190
 tool, 3, 11, 92, 119, 122, 139, 147, 188, 192
 torture, 95
 Torvalds, Linus, 115, 136, 200
toxin-free environment, 72
 transform, 3, 24, 44, 122-123, 133, 163, 165, 167, 190, 197, 200
 transmission efficiency, 9
 transplant, 43, 64-66, 98, 127, 188-189
 traumatic, 98
 travel, 54, 86, 128, 146-147, 180, 187
 Trojan horse, 183
 tuberculosis, 67, 85
 Tufts University, 60, 188
 tumor, 97
 typhoid, 67
 U.S. Department of Health and Human Services, 182
 Homeland Security, 179
 U.S. National Organ Transplant Act, 66
 U.S. Surgeon General, 24, 29
 Uganda, 86
 unconscious, 92, 93, 103, 153, 173
 underinsured, 47, 51, 83
 United Kingdom, 31, 64, 67, 127, 185, 190, 204
 United States, i, ii, 2-4, 8-10, 18, 22-27, 29, 33, 35, 38, 40-56, 60, 63-67, 71-75, 78-82, 84-85, 89, 92-93, 94-101, 107-108, 110-111, 115, 120-121, 125, 127, 133, 135-136, 138, 143, 149-150, 155-156, 168, 179-182, 185-186, 188-192, 195-197, 199, 201, 203-205, 209
 universal, 16, 44, 47, 94, 130, 158, 176
 University of California at San Francisco (UCSF), 89-92, 121, 196
 University of Georgia, 209
 University of Wisconsin Population Health Institute, 42
 vaccination, 85
 vacuum, 170
 values, 16, 92, 161, 169
 van der Linden, J., viii
 Vann, Ian, 115

- vegetable, 67, 112
- vehicle, 14, 25, 43
- victim, 23, 65, 74, 81, 108
- Vietnam, 57-61
- Virginia Commonwealth University, 96
- virtue, 2, 69, 92, 94
- vitality, 146, 157
- vitality-time, 146
- Volkswagen, 117
- volunteer, 11, 46, 54, 70, 124, 161, 174, 187, 210
- Volvo, 117
- von Furstenberg, Diane, 193
- von Köckritz, Dr. Christina, 38-39
- Wales, 60
- Wall Street Journal (WSJ), 73, 150, 192
- Washington Post, 35, 150, 185, 191
- Wasik, Bill, 198
- waste, 3, 49, 69, 95, 99, 162, 206
- Watford, Jan, viii
- Watts, Rebecca, viii
- wealth, 41, 145-146, 195
- Weaver, Leonora, viii
- weight, 67, 73, 112, 126, 139, 149, 154, 205
- Weight Watchers, 73
- well-baby, 71
- wellbeing, vi, 1, 2, 5, 8-9, 11-12, 18, 21-22, 44-45, 47, 50, 63, 68, 70, 82, 93, 94, 100-101, 105-06, 115, 117, 119, 121, 123, 126, 127, 136-137, 151, 153, 155-156, 158-159, 162-165, 167-168, 184, 194, 195, 199, 202, 206
 - general, 3, 8, 68, 126
 - mental, 2
 - personal, 82, 139
- Wellbeing, The Five Essential Elements** (Rath and Harter), 206
- well-doing, 115, 117, 136, 151, 153, 159, 199
- wellness, 11, 18, 73, 82-86, 132, 137, 139, 145, 191-193
- WellnessMart, 85-87, 112, 195
- well-nourished, 58
- wheelchair, 145
- Where Good Ideas Come From, The Natural History of Innovation** (Johnson), 206
- wholistic, 84
- WHolistic*, 151, 163-165, 195
- Whoville, 164
- Why?** (Tilly), 63, 106
- wicked problem, 49-51, 57, 61, 185
- Willett, Walter C., 67, 112, 189
- Williams, Jim, viii
- Williams, Wade, viii
- will-power, 144, 148
- Winsten, Jay, iv, 4, 13-16, 21, 43, 107, 126, 164, 211
- wisdom, 58-59, 61, 135, 155
- wise, 29, 63, 162, 182
- Wood, Eve A., viii, 205
- Woodman, Betty, viii
- Work Environment, 126, 156
- World Health Organization (WHO), 41, 44, 163-165, 167, 190
- worldview, 4
- Yahoo, 180
- Yale, 10, 68, 149
- youth, 21, 24
- YouTube, 189
- Zackary, Matthew, viii
- Zaldivar, Ricardo Alonso, 182
- zero*
 - fatalities*, 120, 122
 - hour, 123, 125
 - injuries*, 120, 122
 - lost work days*, 120, 122
 - reportable incidents*, 120, 121, 122
 - tolerance, 53, 131, 186
- Zero Hour, 123, 125
- Zobrist, Jean Francois, iv, 117, 118, 200

HealthCARING: A Reset for Health and Healthcare can be ordered online at:

[www.open4definition.org/healthcaring.php^{?V=1}](http://www.open4definition.org/healthcaring.php?V=1)

Order a copy or two for yourself or as a gift for others.